



HSE Briefing Template

Subject: Development of 95 Bed Acute Ward Block at Beaumont Hospital, Strategic Assessment Report.

Submitted for meeting on: 21 March (EMT), 24 March 2023 (ARC), 31 March 2023 (Board)

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Why is this information being brought to the Boards attention?

For consideration and approval to proceed. The total capital cost of this proposal is currently [REDACTED]. Projects of such scale and value require specific approvals at various stages of the project lifecycle in accordance with the current Public Spending Code. The first stage of the process involves the preparation and approval of a Strategic Assessment Report (SAR) for the project.

Is there an action by the Board required, if so please provide detail?

This proposal was approved at EMT and ARC, it is recommended that the HSE Board consider the strategic context for the capital investment proposal as set out in this paper [REDACTED] and endorse the case that is being made for Development of 95 Bed Acute Ward Block at Beaumont Hospital. At this preliminary stage the initial cost estimate for the range of options to deliver the proposal is currently estimated up to [REDACTED]. Formal approval of the SAR (Decision Gate 0) is being requested in order to proceed to the next stage of the process namely, the preparation of a Preliminary Business Case.

In developing the Preliminary Business Case, a multi-criteria analysis of the options to deliver the proposal will be undertaken leading to a preferred option. Approval of the Preliminary Business Case (Decision Gate 1) will lead to the development of a Project Brief and this will provide greater visibility of cost and timelines for completion. Following approval of the Project Brief and Procurement Strategy (Decision Gate 2 pre-tender approval) tenders will issue and following final approval of the costs associated with the tenders (Decision Gate 3), the construction phase of the project will commence.

Please indicate which of the Board's objectives this relates to;

- The development and implementing of an effective Corporate Governance Framework, incorporating clinical governance and a performance management and accountability system;
- Developing a plan for building public trust and confidence in the HSE and the wider healthservice;
- Ensuring the HSE's full support for and implementation of the Government's programme of health reform as set out in the Sláintecare Implementation Strategy;
- Exercising effective budgetary management, including improving the value achieved with existing resources and securing target saving, with the objective of delivering the National Service Plan within Budget.

Brief summary of link to Board objectives.

This project will deliver the following:

- a modern in-patient ward block and improve bed occupancy rates, in line with the Health Service Capacity Review 2018.

- in-patient accommodation that enables more effective management of patient flow.
- a modern compliant fit for purpose facility to enhance patient experience and support achievement of improved outcomes.
- Additional Acute Wards to help reduce pressures on the Emergency Department, by increasing capacity to transfer patients from the ED, acknowledging the link between waiting times and mortality in an ED context.
- Additional Acute Wards to meet the recommendations of the HSE's Infection Prevention and Control Building Guidelines.
- Additional Acute Wards which enable a high-quality service to patients and a safe environment for staff to work.
- Achievement of the objectives of the HSE's Corporate Plan 2021-2024.

The capital investment required for the preferred proposal will be determined at Project Brief stage (between Decision Gate 1 'approval in principle' and Decision Gate 2 (pre-tender approval)) but cost estimates of the options set out in the SAR [REDACTED]. The final capital investment required to deliver the proposal will be determined following return of tenders at Decision Gate 3.

The HSE as Sponsoring Agency will have primary responsibility for evaluating, planning and managing this public investment project within the parameters of the Public Spending Code. Project governance arrangements will provide assurance that processes underpinning these responsibilities are robust and that risks associated with large capital projects such as cost and completion time are mitigated.

Background - provide context in order to ensure that the Board fully understand the issue.

Current inpatient facilities at Beaumont Hospital do not meet modern best practice standards in healthcare provision. In-patient accommodation has remained largely the same since the hospital opened in 1987, with acute facilities consisting of multi-occupancy bays (with adjacent shower and toilet facilities), and inadequate number of single rooms. Overall, the proportion of single rooms is 16% – the lowest of all acute hospitals in the Dublin area. Furthermore, the small number of single rooms that do exist were not designed to provide isolation facilities in line with modern standards. This greatly impacts upon the level of patient comfort and dignity that can be offered in the hospital. Moreover, the lack of space and comfort on the wards greatly compromises the hospital's ability to meet required infection control standards.

The combination of poor facilities, demand constraints, staff workflow issues, limited patient dignity and comfort, patient wait times and compromised infection control standards culminates in a pressing need for development of new acute ward facilities at Beaumont Hospital in line with modern standards in health and clinical care. Given the predicated increase in demand for care in Beaumont Hospital, due to the increasing population in the catchment area, these issues and strains on services and facilities at the hospital will worsen without significant capital investment in the hospital.

The overall objective of the project is to develop a solution that provides modern in-patient accommodation, giving an appropriate environment for patients and the care giving staff. Beaumont Hospital is an important location for the delivery of vital healthcare services to a growing region of the country, and the proposed development is essential in allowing Beaumont to best meet the needs of the community. The proposal entails the construction of a new 95-bed ward block, which will provide a modern, hygienic environment for patients and staff that will enable the hospital to meet service demands.

The proposed new Acute Ward Block development is aligned with national and international policy documents - notably the National Development Plan and the Infection Control Guiding Principles for Buildings Acute Hospitals and Community Healthcare Settings, where there are national commitments to increase bed capacity in acute hospitals. The proposed Ward Block development is in line with the Development Control Plan for the Beaumont hospital campus, and takes cognisance of the other developments which are currently underway and or planned for the hospital campus, including the proposed ED development.

Project Objective / Rationale

The project seeks to address several core infrastructural deficits at Beaumont Hospital which currently impact the capacity and quality of services across the hospital.

The SAR demonstrates the feasibility of the proposed development and will be consistent with the existing health policy and in particular the Health Service Capacity Review 2018. The demand for the development of the Acute Ward Block together with the associated capacity requirements in Beaumont will be subject to detailed validation as part of the Preliminary Business Case process.

The latest Public Spending Code sets out the current process for the delivery of such major public investment projects. It sets out the roles and responsibilities for both Sponsoring Agencies such as the HSE and Approving Authorities in that regard and provides detail on the requirements at each stage of the project lifecycle. There are now six stages and four Decision Gates in the project lifecycle, three ex ante and three ex post as follows;

1. Strategic Assessment Report (SAR)
 - Decision Gate 0 – Current Stage
2. Preliminary Business Case (PBC)
 - Decision Gate 1 – Approval in Principle
3. Final Business Case (FBC), including detailed design, procurement strategy and tendering
 - Decision Gate 2 – pre-tender Approval
 - Decision Gate 3 – Approval to Proceed (Contract Award)
4. Implementation
5. Review
6. Ex Post Evaluation

As the project progresses through the project lifecycle it will be referred to EMT, ARC and the Board again for endorsement at three further stages in addition to this paper, namely for endorsement of the Preliminary Business Case (Decision Gate 1) and for endorsement of the Final Business Case which comprises two approval gates (Decision Gate 2 and Decision Gate 3).

Highlight any implications that the Board should be made aware of in its consideration such as;

- **Current status**

Seeking HSE Board approval of the Strategic Assessment Reports (SAR) for the development of an additional Acute Ward Block at Beaumont Hospital.
- **Budget**

This is a large, complex project. The SAR recommends a number of options to deliver the project with preliminary capital costs currently [REDACTED]. A multi-criteria analysis of the options will be undertaken as part of the development of the Preliminary Business Case leading to a preferred option. Further cost certainty will be developed at the initial stages of the design and planning processes through the development of the Project Brief.

The proposed project will also involve additional operational revenue which will be further analysed at PBC stage.
- **Source of Funding**

The project is included in the HSE Capital Plan, with appropriate allocations to initiate it. Greater definition and allocations will be included in due course to reflect the developed understanding from the PBC stage work.
- **Programme**

Preliminary programmes and timelines will be reviewed as part of consideration of options during the PBC process. Early delivery of new facilities and enhanced capacity is recognised as a key clinical and operational priority.
- **Resources**

Additional WTE staffing will be required to open the new facilities.

- **Impact to delivery of services**

The proposed facility will provide compliant, appropriately located, key clinical capacity in the correct configuration to support key health service delivery. It will significantly assist in achieving improved outcomes.

- **Corporate Plan**

Aligned with HSE Corporate Plan & Service Plan

- **Sláintecare**

Aligned with Sláintecare on delivery of services.

- **Social factors** (e.g., impact on specific area such as the elderly, disabilities)

The provision of the new facility will significantly improve the quality of the environment in which care is delivered to patients, and enhance the experience of patients, family members, and staff.

- **Legal factors**

Legal arrangements in relation to the forms of contracts, grant arrangements etc. will be considered further as the project proposals advance.

Sustainability

The new Development of 95 Bed Acute Ward Block at Beaumont Hospital will be designed to fully support Government and HSE climate action and decarbonisation ambitions and commitments.

Conclusion

The Strategic Assessment Reports (SAR) for this project has been prepared by Indecon Consultants under the direction of Beaumont Hospital in accordance with the current Public Spending Code requirements. It sets out the scope of the project and the potential options considered. It also examines the cost and benefits arising. It recommends that the Approving Authority grant formal approval to progress to the next stage of the project lifecycle process.

Recommendation

It is recommended that the HSE Board approve the attached Strategic Assessment Report, to facilitate progressing to the next stage of the project lifecycle. As noted earlier the demand for the development of the Acute Ward Block together with the associated capacity requirements in Beaumont will be subject to detailed validation as part of the Preliminary Business Case process.